

Approved For Release 2009/09/04 : CIA-RDP87M00539R002404050034-7

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DD Form 138-100

87-01245

ROUTING AND RECORD SHEET

SUBJECT: (Optional) Response to Suggestions Stimulated by the DCI's Creative Problem-Solving Memo

FROM: Harry E. Fitzwater
DDA
7D18 HQ

EXTENSION

NO.

DATE

5 FEB 1985

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. ~~EXDIR~~
~~7E12 HQ~~

2.

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DCI
EXEC
REG

0-102

Administrative - Internal Use Only

DDA Registry
85-0122/5
5 FEB 1985

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Response to Suggestions Stimulated by the DCI's
Creative Problem-Solving Memo

REFERENCE: Note for DDA fm EXDIR, dtd 7 Jan 85
Same Subject (ER 85-158)

1. The following response is a review and assessment by the Directorate of Administration (DA) of recommendations stimulated by the DCI's Creative Problem-Solving memo. Our comments consist of appropriate DA Office views and alternate suggestions in connection with these proposals.

2. In response to Suggestion No. 1 recommending that control markings such as NOFORN, ORCON, etc, be printed in the same size/style as the security classification, the Office of Logistics (OL) completed a thorough review of procedures currently followed by the Printing and Photography Division (P&PD). It was noted that many documents bear several control markings (we have attached an example) which, if printed in the same point size and style as the security classification, may degrade the aesthetic quality of the particular documents. Currently, the responsibility for establishing the size and style for control markings rests with the producing components and not with P&PD. However, P&PD is prepared to print documents according to Agency policy as well as the specifications indicated on the work order. Consequently, if there is an overriding concern that an improper handling security issue exists because the control markings are occasionally overlooked, an Agency wide policy regarding this issue should be established prior to any internal P&PD procedure change.

3. Suggestion No. 2 recommends a cash security deposit be required when cassette tape recorders are lent for language or shorthand study. In 1983, the Office of Training and Education (OTE) experienced several problems surrounding the prompt return of recorders loaned to Agency employees. Because many of the students were suddenly withdrawn from training, it took an abnormally long amount of time before most of the recorders were located and returned. At that time, several simplified policies were implemented which have proven to be quite successful in solving this problem. For example, one person is currently in charge of loans and returns using a new card system for quick reference, and badge and home telephone numbers of all borrowers are recorded. An inventory conducted in late 1984 accounted for every tape recorder on loan and we now believe these and supplementary controls currently in use are adequate to meet the accountability needs of the Agency.

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4. In responding to Suggestion No. 3 relative to adding a copy to the locator card form for employees who are on rotational assignment, we believe that using a new three-part form versus a current two-part form to accommodate a relatively small percentage of personnel could prove costly. Rotational assignments represent less than 8% of an average operating office's staffing complement. Consequently, there is no practical way for the Office of Data Processing, which prints the form on specialized printers, to use a combination of two- and three-part forms, depending on the status of the individual, without experiencing exceptional production costs.

5. As a less costly alternative, we propose that Report R417001B, CEMLOC Master Record Listing - Alpha by Office, be modified to show not only the personnel assigned to an office-of-record but also the designated careerists for that office. The modified Report R417001B, distributed monthly, would provide offices with a comprehensive record of all their careerists, regardless of their assignment status. We plan to canvass this alternate suggestion with Agency personnel officers at the next monthly staff meeting. If the alternate proposal is deemed satisfactory, a report modification can be accomplished in a short period of time.

6. The recommendation that paper and pencil be provided in the auditorium so that questions can be written out and taken to the speaker by volunteers ensuring the inclusion of the question on video tape is burdensome as well as a potential security hazard. It would be difficult to ensure volunteers would be available to handle these duties, and equally difficult to implement other logistical details necessary to carry out this type of proposal. A more appropriate solution might be to use microphones in each aisle and have questioners present his/her questions from their seats to the nearest microphone. This would ensure that the question is captured by both the live audience and recording equipment simultaneously. Therefore, I have requested P&PD research the use of "PZM" conference or shotgun-type microphones to capture audience questions and limit inconvenient personnel movement within the auditorium.

7. The above covers our administrative assessments in connection with the suggestions stemming from the DCI's Creative Problem-Solving memo. If you require further discussions or clarification on any of our comments or alternative recommendations, please do not hesitate to call.

Attachment


Harry E. Fitzwater

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ER 85-158/1

ER

Central Intelligence Agency
Washington, D.C. 20505

7 January 1985

Executive Director

STAT

[Redacted]

OTE

STAT

Dear [Redacted]

Thank you for your ideas submitted in response to the DCI's memo on Creative Problem Solving.

With regard to your comments on security markings, I am afraid people don't read our security caveats, even those which are quite bold, as carefully as they should. I doubt that changing the printing will help.

On your other suggestions, we have asked OTE to examine the accountability for property and take effective steps, like a deposit, to solve the problem if warranted. In addition, we have asked the DDA to implement your ideas on locator information and videotaping.

Thanks again for your contribution of ideas and best wishes for the New Year.

STAT

[Redacted]





ER 85-158

Central Intelligence Agency
Washington, D.C. 20505

7 January 1985

Executive Director

DD/A Register
85-0123

NOTE FOR: DDA

Attached is a set of ideas stimulated by the DCI's Creative Problem Solving memo. Number 1 seems like a non-starter but I'd like you to:

- Have OTE determine the facts with regard to the cassette recorder and take steps, as suggested or other as appropriate, if there is a problem.
- Have the appropriate people implement items 3 and 4.



Wear around the mail with the individual involved.

DCI
EXEC
REG

EXECUTIVE SECRETARIAT
ROUTING SLIP

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI				
3	EXDIR	X			
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/Pers				
14	D/OLL				
15	D/PAO				
16	SA/IA				
17	AO/DCI				
18	C/IPD/OIS				
19					
20					
21					
22					
SUSPENSE		Date _____			

Remarks

STAT

Executive Secretary
V. J. Jan 85

Date

ROUTING AND TRANSMITTAL SLIP

Date

2 January 1985

TO: (Name, office symbol, room number,
building, Agency/Post)

Initials

Date

1. Director of Central Intelligence

7E12, Hqs.

2.

3. *EXDIF*

4.

5.

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

STAT

STAT

DO NOT use this form as a RECORD of approvals, concurrences, disposals,
clearances, and similar actions

FROM: (Name, office symbol, Agency/Post)

Room No. — Bldg.

526-3000

OTE/ITD/PDB

Phone No.

5041-102

OPTIONAL
Prescribed by GSA

(7-76)

Executive Registry

4 - 10136

DA 85-0172

27 December 1984

MEMORANDUM FOR: William J. Casey
Director of Central Intelligence

STAT
FROM:

[Redacted]
Professional Development Branch/Intelligence Training
Division/Office of Training and Education

SUBJECT: Suggestions

1. As a result of your invitation for employees to submit suggestions directly to you, I am submitting these four. In each case, I have provided the subject area, the recommendation, and background information.

2. Suggestion No. 1

PRINTING

Recommend that any control markings such as NOFORN, ORCON, etc., be printed in the SAME SIZE/STYLE of print as the security classification.

Background: I have observed several incidents of improper handling of classified/controlled materials that occurred because the control markings were overlooked. These incidents were not deliberate, malicious attempts to circumvent the purpose of the control markings. Rather they occurred because the control markings were in type that was approximately one-fourth the size of the classification.

Suggestion No. 2

PROPERTY ACCOUNTABILITY

Recommend that employees be required to post a cash security deposit when cassette tape recorders are lent for language or shorthand study. Deposit to be refunded when the machine is returned.

Background: I understand that OTE has been forced to repurchase cassette tape recorders because a substantial number are either not returned at all or kept for inordinately long periods of time when it is doubtful that employees are using them. Cassette tape recorders are lent to students for foreign language study and sometimes for shorthand dictation practice. Especially in the case of the foreign language study, the employees will go overseas and it is difficult for OTE to locate the person and request return of the machine. OTE could use these funds for better purposes than replacing machines that are not returned.

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0-102

ADMINISTRATIVE--INTERNAL USE ONLY

Suggestion No. 3

PERSONNEL LOCATOR INFORMATION

Recommend that a copy be added to the locator card form for employees who are on rotational assignments outside their parent components. The added copy is for the parent component's records.

Background: Offices are forced to keep a self-created record of locator information (Office/Division/Branch of assignment, Room Number, Building, Black/Red/Green/Gray Telephone Extensions) on their employees who are on rotational assignments. It is difficult and time consuming to try to keep these up to date. Currently, only the office the person is assigned to has the locator card information. However, the employee's parent office often needs to call or send materials to the employee.

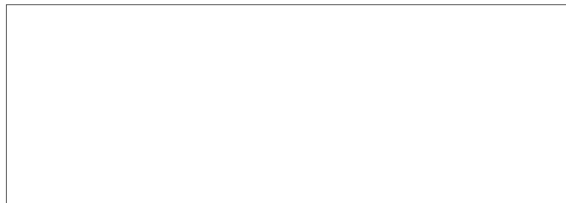
Suggestion No. 4

VIDEOTAPING OF AUDITORIUM PROGRAMS WHEN AUDIENCE QUESTIONS PERMITTED

Recommend that paper and pencil be provided so that questions are written out. Station three volunteers who collect written questions and take them up to the speaker. The speaker reads the question and then answers it.

Background: For at least the past ten years various programs have been held in the Auditorium and videotaped for use either in training programs or by employees who work outside the Headquarters complex. In virtually all instances the videotaped portion containing the question-and-answer period was useless. Speakers (even though they are asked and reminded to repeat audience questions) forget to do so in their enthusiasm to answer the question quickly. The question MAY have been heard by those who were present in the Auditorium, but the microphone cannot pick it up for transmission to the recording equipment. Listening to the tape produces a frustrating situation that can be resolved.

3. I appreciate the opportunity to submit these suggestions for your consideration.



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MEMORANDUM FOR:
STAT

Jim -

Consider These are done.
[I've talked w/ Ex Dir. Harufth, on
all these "suggestions" in response to
DCI Notice, send only to Ex Dir for
action. He will take responsibility
advising others - as necessary. I will also
preclude DCI or DDCI from taking separate
action.]

Date 1/2 -

FORM 101 USE PREVIOUS

Rec'd DDCI's

Executive Registry
85- 832

PRETEND THIS IS AN AIM NOTE!

17 January 1985

NOTE FOR: Executive Director

FROM: EA/DDCI

Jim,

John was very pleased with Harry's "Excellence" update. He would appreciate it if you would mention to the other Deputies at your session on Friday that they should come up with similar packages for the Director.

Franx

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STAT



0-102